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Second country cooperation framework for Sri Lanka (2002-2006)

Contents

		Paragraphs	Page
	Introduction	1-2	2
I.	Development situation from a sustainable human development perspective	3-14	2
	A. Resolution of the conflict	5-7	2
	B. Reducing poverty	8-11	3
	C. Improving governance	12-14	4
II.	Results and lessons of past cooperation	15-25	4
	A. Public sector reform and sound governance	19	5
	B. Rehabilitation and development of conflict-affected areas	20-21	5
	C. Aid management and other initiatives, including environment and natural resources management	22-25	6
III.	Objectives, programme areas and expected results	26-33	7
	A. Objectives	29	7
	B. Strategy	30	7
	C. Programme areas	31-33	8
IV.	Management arrangements	34-42	9
Annex			
	Resource mobilization target table for Sri Lanka (2002-2006)		12

Introduction

1. The second country cooperation framework (CCF) for Sri Lanka sets out the priorities for cooperation between the Government of Sri Lanka and UNDP for the period 2002-2006. It is synchronized with the programming cycles of the other United Nations funds and programmes in the United Nations Development Group (UNDG) facilitating harmonization of their programmes. The country review of the first CCF, the United Nations Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) preceded the preparation of the proposed CCF. The country review of the first CCF was undertaken in May/June 2000, and the CCA for Sri Lanka was completed in May 2000. The CCA highlighted the key development challenges and opportunities relevant to current national priorities. Following the preparation of the CCA, the UNDAF was formulated and prepared in full collaboration with the Government and other key stakeholders. That work was completed in January 2001.

2. The CCF is the product of a series of consultations that took place over a period of five months. The consultations included several meetings between the Department of External Resources and UNDP; a meeting with United Nations heads of agencies; focused consultations on poverty and governance issues as well as issues related to sustainable recovery of conflict-affected areas with representatives of the Government, the donor community, non-governmental organizations (NGOs) and the private sector; and other bilateral consultations.

I. Development situation from a sustainable human development perspective

3. Sri Lanka enters the new millennium with unique achievements for a developing country on the one hand and the challenges of ending a protracted armed conflict, reducing poverty and strengthening governance on the other. The country has a positive record of meeting the basic needs of its people. High levels of access to basic health services and education have resulted in literacy rates of 92.5 per cent for males and 87.9 per cent for females; levels of infant mortality at 16.9 per 1,000 live births; a life expectancy of 70.9 for males and 75.4 for females; and a reduction in the population growth rate to 1.2 per cent annually.[1] Sri Lanka's Human Development Index (HDI) of 0.73 is the highest for South Asia and compares well with other Asian countries. Investments in agricultural development since Independence have significantly improved the nation's ability to feed itself. The private sector-oriented economic policies followed by governments since 1977 have contributed to the diversification of the economy while maintaining a 4–5 per cent annual growth rate.

4. Sri Lanka's progress in improving human development has slowed in recent years as the strains of the internal conflict, more competitive and volatile global markets and limited opportunities for poverty reduction have taken their toll. Within the Government and civil society, it is recognized that the resolution of the conflict, poverty reduction and improved governance comprise a closely linked nexus of challenges and opportunities. The UNDAF for 2002-2006 recognizes that all three challenges are key and that advances must be made in these areas for Sri Lanka to make meaningful economic and social progress.

A. Resolution of the conflict

5. The 18-year-old armed conflict between Sri Lanka's security forces and the Tamil militant organization has created a serious humanitarian crisis and placed a heavy burden on economic and human resources. Over 60,000 persons have lost their lives, a large number have been incapacitated or injured and approximately 800,000 persons are reported to be internally displaced. The worst affected are the civilians, especially the poor, children and women living in and around the

[1] Central Bank of Sri Lanka: Socio-Economic Data 1999 and Sri Lanka Population Data Sheet 1999, Population Division, Ministry of Health.

conflict-affected areas. In financial terms it is estimated that the conflict has reduced the overall economic growth by two to three percentage points[2] per year while costing the country close to two years' worth of gross domestic product (GDP).[3]

6. There is wide acceptance of the need to work out a negotiated solution to the conflict, which involves constitutional and legal reforms that would lead to substantial devolution of political power. However, considerable differences exist regarding the specifics of such a settlement although the principle of devolution of authority to the provinces has been part of the Government's efforts to reach a settlement to the conflict. Constitutional amendments proposed in August 2000 were intended to accelerate the process but failed to gain sufficient broad-based political support. The Norwegian Government has been requested to assist Sri Lanka's efforts in finding a long-term political solution.

7. While working towards the long-term resolution of the conflict with the help of the donor community, the Government has undertaken to provide the affected people with immediate relief so that their temporary status does not deprive them of basic rights and opportunities available to other citizens. Based on this policy, the Government has committed itself to the provision of food and cash allowances to displaced persons while limited rehabilitation efforts have also been undertaken. The Government has also initiated a broad-based, participatory effort to develop a national framework for relief, rehabilitation and reconciliation. This framework, which is currently under preparation, will outline key national priorities and policies towards relief, rehabilitation and reconciliation. It is expected to guide the work of the Government as well as that of donors in the conflict-affected areas in the short and the medium term and to help strengthen the country's capacity to ensure the basic needs of the affected people and rebuild productive lives where feasible.

B. Reducing poverty

8. Sri Lanka was one of the first developing countries to recognize the multidimensional nature of poverty. Efforts to combat poverty have included policies aimed at promoting free health and education, food subsidies and the development of rice farming through irrigation development, dating back to the pre-independence period. Welfare spending to assist the poor has consistently been higher than in other parts of South Asia, and these policies have contributed to the country's achievements in human development as reflected in human development indicators. However, the rate of economic growth has failed to keep pace with the social development of the country.

9. Two of the most prominent national poverty programmes are the Janasaviya (1989-1994) and the Samurdhi (1994 to the present). Similar to earlier programmes, they have provided relief and helped to maintain consumption standards among the poor. In addition, they have attempted to inculcate the savings habit and to promote livelihood opportunities among the poor. Some of the salient issues and constraints related to these programmes are proper targeting of the beneficiaries, the high cost of administration, lack of integration of programmes into the mainstream of economic development, unsustainability of the self-employment projects, and the dependency effect of the dole system.

10. Over the past decade, limited progress has been made in reducing the extent and intensity of income poverty in Sri Lanka. Depending on how the poverty line is defined, approximately 25-34 per cent of the population is still classified as poor. Unemployment is a serious problem, particularly among educated young people, and has been the major cause of youth unrest in the country in the past. Sri Lanka's poverty also has a rural bias – close to 90 per cent of the poor live in rural areas. There are also sharp regional disparities in poverty levels. Though precise data are not available, the poverty situation in northeast Sri Lanka is considered to be the most severe due to the effects of the conflict.

[2] Central Bank of Sri Lanka, 1999 Annual Report.
[3] The Economic costs of the war in Sri Lanka (2000), Institute of Policy Studies, Colombo.

11. Recognizing the limitations of past programmes, the Government has undertaken to prepare a national framework for poverty reduction. A consultative process has been mounted to obtain the full participation and involvement of civil society, the private sector, the donor community and all relevant government agencies. The framework for poverty reduction is a Government-issued policy document, which sets out strategies and a vision for poverty reduction over the next decade. The key strategic choices made in the framework are to: reduce public expenditures; develop partnerships with the private sector and civil society; improve coordination and harmonization of ongoing efforts; and improve systems for targeting, information collection and monitoring.

C. Improving governance

12. In spite of notable achievements in human development indicators, the country has yet to create an enabling environment for sustainable development and poverty reduction. Guided by the 13th amendment to the Constitution, the devolution of authority to the provinces commenced in 1987. However, efforts to achieve meaningful devolution and decentralization have been hindered by the lack of clear delegation of administrative and fiscal authority to local levels.

13. A major challenge in the area of political and social governance is more effective participation by all citizens in governance – in making public decisions, in the management of delivery of public goods and services, and in monitoring and evaluating public sector activities. Equally important is the challenge of accountability and transparency on the part of all institutions of governance.

14. Sri Lanka has established a number of institutions to promote and protect human rights. These include a functioning judicial system, a human rights commission, an ombudsman's office, a child protection authority, a national committee on women, a legal aid commission and an official languages commission. In addition, there are other ad hoc bodies working in these areas. However, not all these institutions function to their full potential, often due to the lack of both human and financial resources.

II. Results and lessons of past cooperation

15. The first CCF (1997-2001) focused on four themes: (a) growth with equity at the decentralized level; (b) public sector reform and sound governance; (c) rehabilitation and development of conflict-affected areas; and (d) aid management and other initiatives. The 2000 country review confirmed that the Government recognized that UNDP cooperation served as a catalyst and provided the opportunity to pilot test different approaches. It also confirmed the continued relevance of the broad thematic areas, while recognizing that the issues of growth and equity at the decentralized level and public sector reform and sound governance remain the most critical development problems of the country. It further recognized that the conflict in the north and east of the country is the most serious obstacle to Sri Lanka's social and economic development.

Growth with equity at the decentralized level

16. The commitment that UNDP has made to sustainable human development and poverty reduction under the theme of growth with equity at the decentralized level focuses on three mutually reinforcing areas of support: (a) grass-roots development; (b) area-based growth with equity programme; and (c) support for the formulation of the national framework for poverty reduction.

17. The first generation of poverty support projects launched by UNDP has concentrated on grass-roots development. The common approach has been capacity building in poor communities by strengthening local institutions and promoting income generation activities. The key strategies have been social mobilization, provision of microfinance services as well as participatory planning and resource mobilization. These poverty alleviation projects have been effective in demonstrating the potential among the poor to improve their livelihood

and start up small businesses when provided with access to relevant services. The present need in social mobilization is to move from organization of self-help to meaningful empowerment, that is, mobilizing for commercial gains and interacting with governance entities at local levels. However, gaps and overlaps in service delivery have been found in the current system. Finally, an effective system for collection and monitoring of poverty data was not available. These concerns have now been incorporated into a second-generation poverty programme in support of catalytic initiatives for social and economic empowerment of the poor and will be undertaken in the second CCF.

18. The second-generation poverty projects have moved from grass-roots to more upstream development initiatives. A project to support area-based growth with equity is a pioneering attempt to pilot test approaches to foster growth led by the private sector along with better governance and equity. At the national level, several activities have been carried out in the areas of regional development policy and analysis, strengthening subnational planning and monitoring and evaluation programme support. At the provincial level, a number of activities have been and are being carried out in agricultural as well as non-farming areas. In pursuing the objective of capacity building, the programme has placed emphasis in building functional capacity – the capacity of institutions to perform specific functions. The recent external evaluation of the programme has concluded that after 18 months of implementation the area-based growth with equity programme has already generated a number of meaningful outputs, particularly in Uva province. The goal of private sector-led growth with equity in this province remains valid, and the emphasis on building functional capacity has proved to be a good approach. A division of labour in fostering local development has begun to emerge, with the Government playing a supportive, facilitating role for private sector-led development. UNDP has also provided support to the development of the national framework for poverty alleviation, which will serve as a key document guiding future work by UNDP.

A. Public sector reform and sound governance

19. UNDP assistance in the area of governance covers three areas: reforming the public sector, enhancing the Government's legal drafting capabilities, and facilitating fiscal devolution. Projects related to fiscal devolution and the enhancement of legal drafting capabilities have been more successful than other governance initiatives. More work remains to be done, however, in strengthening legal drafting capabilities at the provincial level. As observed in the country review, the involvement of UNDP in the governance sector is too diffuse and needs to be more focused. One area where UNDP has a comparative advantage and where useful experience has been gained in the current cycle is in decentralized development. The involvement of UNDP at the decentralized level shows the need for further work at the upstream level, particularly in contributing to policy development. Linkages between poverty and governance programmes, such as strengthening local governance, also need bolstering.

B. Rehabilitation and development of conflict-affected areas

20. Given the pervasiveness of the conflict and its effect on Sri Lankan economy and society, activities need to be carried out both upstream and downstream. Therefore, UNDP undertook both capacity-building interventions at the central level as well as a large-scale area-based rehabilitation and resettlement programme in Jaffna. This programme has several components, including mine action, re-equipment of the Jaffna teaching hospital, assistance to the Jaffna technical college, the establishment of a United Nations logistics centre and a microfinance component. The majority of these activities were completed by 1999 with the microcredit components developing into one of the most important aspects of the programme. The mine action programme was discontinued in mid-2000 due to the deterioration of security in the Jaffna peninsula.

21. Experience indicates that projects have been particularly successful in those areas where there has been flexibility in adapting project interventions to the actual situation on the ground. The country review has recommended that projects be converted to a flexible umbrella programme. This includes adapting the microfinance activities to the needs of other conflict-affected areas. Building civil society capacities should be a

prime focus in any new rehabilitation programme, and interventions should aim at enhancing the resilience of the local economy and population and at creating an environment for individual initiative. Recovery efforts should be planned and implemented with an eye to reconciliation. Such an umbrella programme was already begun in 2001 during the first CCF.

C. Aid management and other initiatives, including environment and natural resources management

22. Projects in aid management, environment and natural resources management and a project for enhancing the capacity of the Ministry of Women's Affairs were included under the theme of aid management. UNDP has assisted in building capacity in the Department of External Resources for aid coordination and for the preparation of feasibility studies on donor funding. Assistance has also been provided to build institutional capacity in compliance with international conventions, treaties and protocols on the environment. This work will continue under the second CCF since further support is required to enhance the national capacity to coordinate and follow-up global commitments. UNDP has been instrumental in creating a greater awareness on the need and the methodology to incorporate environmental concerns into the planning process. Using funds from the Global Environment Facility (GEF), UNDP has helped develop the managerial and scientific capacities of the Department of Wild Life in the management of wildlife resources. However, experience in this area indicates that enhancing capacity alone is insufficient and must be accompanied by institutional reform and restructuring.

23. UNDP has not been successful in integrating gender interests into its policy and programming efforts. It needs to transform national and global commitments in this regard to the reality of advancing women's status and mainstreaming gender into programmes and policies, including fulfilling commitments made under Convention for the Elimination of All Forms of Discrimination Against Women (CEDAW) and the five-year review of the Fourth World Conference on Women. The recently developed strategy for gender mainstreaming will guide the work of UNDP in the second CCF.

Management issues

24. The programme continues to be managed through national execution, and efforts have been made to strengthen the national management of programmes and projects. While national execution over the years has fostered a greater degree of national ownership and a reasonable degree of management responsibilities, there is still dependence on the UNDP office for the mobilization of inputs. The Government is in the process of simplifying the procedures for the mobilization of inputs for donor-funded projects. Operational support activities for national execution provided by the UNDP office are expected to taper off during the 1997-2001 CCF so that all procurement activities in the new CCF can be handled directly by the national executing agencies.

25. Although the programme approach was introduced in the last CCF, the country review has noted that due to the absence of a coherent policy framework at the national level, the application of that approach has presented a major challenge in the management of the CCF. The quality of new project designs has improved, particularly as a result of increased participation and better interaction between different parties, resulting in greater lead times for project preparation. Project design, however, should improve the linkage between inputs and results, process and substance, and should continue to be based on careful assessment of the needs and capabilities of national agencies. The country review has commented on the absence of an arrangement in the country office for policy analysis and for engaging in upstream activity. This deficiency also needs to be addressed in the management of the second CCF.

III. Objectives, programme areas and expected results

26. The UNDAF for 2002-2006 acknowledges that despite considerable achievements, progress in Sri Lanka has been hindered by ongoing conflict, poverty and certain aspects of weak governance. Within the overarching goal of promoting sustainable human development, the UNDAF signals the commitment of the United Nations system to assist Sri Lanka by: (a) providing emergency and humanitarian assistance to conflict- affected areas and people, assisting in restoring economic livelihoods to adversely affected persons and providing support for efforts that contribute to the establishment of peace and social harmony; and (b) reducing poverty through promoting improved accessibility to basic services and the creation of economic opportunities for the poor, and supporting governance reform aimed at promoting people-centred development.

27. The UNDP-supported programme in the current CCF would be guided by the priorities of the Government and the United Nations system's commitment as reflected in the UNDAF. Within these broad goals, the work of UNDP will be guided by the strategic direction set out in its business plan, the experiences and lessons learned from past cooperation, and the directions proposed in recent studies and evaluations that the Government and UNDP have undertaken together.

28. The framework for poverty reduction, which was prepared with the assistance of UNDP, forms the foundation for all national poverty reduction efforts. UNDP will help the Government to prepare for the implementation of the framework and to mount specific programmes in accordance with it.

A. Objectives

29. UNDP, within a coordinated United Nations system response, will focus on poverty alleviation by creating an environment of good governance for poverty reduction and sustainable recovery of conflict-affected areas. The objective of the CCF is therefore derived from the UNDAF goals and the programme areas overlap in the areas of governance, poverty and resolution of the conflict. The programme is structured around three thematic areas: (a) enhancing the capacity of key governance institutions; (b) increasing economic opportunities for the poor; and (c) sustainable recovery of the conflict-affected areas.

B. Strategy

30. Following the UNDAF and the lessons learned from the ongoing programme, the eight elements of the strategy are as follows:

(a) *Poverty, governance, conflict linkage.* The CCF recognizes that poverty reduction, governance reform and restoration of peace are closely linked.

(b) *Linkages.* UNDP will continue to work at the national, subnational (i.e., provincial, district and divisional) and community levels. Given the importance of upstream policy analysis and advocacy, the work at the downstream level will be catalytic and pilot in nature, supporting advocacy, upstream policy dialogue and testing the potential for replication of activities. At the community level, the work of UNDP will, where relevant, complement the work of other United Nations agencies at the household level.

(c) *Functional capacity building.* Capacity building will include the enhancement of the Government's role as a facilitator of private sector-led development.

(d) *Results orientation.* The highest importance will be given to results-based management at all stages of the project cycle.

(e) *Building partnerships.* Priority will also be given to building mutually beneficial partnerships with other stakeholders.

(f) *Cross-cutting themes.* Gender, environment and human rights considerations will be addressed through both specific and targeted interventions and as cross-cutting issues across all programme areas.

(g) *Coordinated approach within the United Nations system.* The work of UNDP will form a part of a coordinated response by the United Nations system within the UNDAF. The coordination will be facilitated by theme groups and/or inter-agency task forces that have been formed under the Resident Coordinator system. These groups include the relief and rehabilitation theme group, poverty/governance theme group, gender theme group and the inter-agency working group on relief and rehabilitation.

(h) *Linkages and synergy among programme areas.* Innovations, approaches and strategies found successful in any one programme area will be applied in other programme areas.

C. Programme areas

Governance institutions

31. In the area of governance, UNDP will support the Government's efforts in building effective governance institutions at national and decentralized levels to reduce economic and social disparities. UNDP interventions will concentrate on three areas:

(a) Strengthening the institutional capacity of relevant national and provincial institutions linked to decentralized development. The expected results are: (i) improved decentralized development management, aid coordination and monitoring and evaluation through improved policies and enhanced institutional capacity of selected national institutions that are associated with decentralized development through a systematic approach using information technology as a tool; and. (ii) strengthened linkages between these institutions both at the central and provincial levels for coordinated development management.

(b) Strengthening the capacity of key human rights institutions for more effective advocacy and implementation of rights principles, treaties and norms. The expected results are: (i) awareness created for consensus building to amend existing legislation, provincial statutes and regulations, consistent with the fundamental rights chapter of the Constitution and Sri Lanka's international human rights obligations, in conjunction with the human rights commission of Sri Lanka; (ii) increased legal awareness, improved guidance process and improved delivery of legal aid through the legal aid commission of Sri Lanka; (iii) strengthened investigative skills of the human rights commission and its regional offices to enable the human rights commission to fulfill its mandate more effectively and efficiently; (iv) effective monitoring mechanisms established and timely reporting of CEDAW by the Government carried out.

(c) Promoting environmentally sustainable development that benefits the poor. The expected results are: (i) strengthened national capacity to negotiate, implement and report on global environment commitments; (ii) increased institutional capacity to mobilize additional financial resources and expertise to address global environmental issues through a well-developed strategy; (iii) water supply, sanitation and waste disposal needs of poor urban settlements addressed in three municipal councils through integrated approaches and the use of these experiences for policy and strategy development.

Economic opportunities for the poor

32. The second CCF for Sri Lanka will support the Government's efforts towards enhancing economic opportunities for the poor within the national poverty alleviation framework. This will include:

(a) Improving national mechanisms and capacity to influence anti-poverty programmes as well as monitor poverty and equality. The expected results are: (i) improved capacity in the Department of Census and Statistics to monitor human and income poverty and equality through staff trained at national and decentralized levels to record, transmit and analyse poverty statistics and produce regular reports, formats and software for recording and reporting data; (ii) poverty databases established at the decentralized level and electronically linked to a central poverty database at the Department of Census and Statistics; (iii) a management mechanism established to regularly review and monitor the implementation of the framework for poverty reduction and its impact.

(b) Improving the access by the poor to assets and economic and social development services through participatory local governance and stronger local communities and institutions. The expected results are: (i) critical disadvantages of the poor and gaps in existing productive services, including microfinance identified by location in selected divisions and the productive asset base of the poorest of the poor increased through effective interventions; (ii) community organizations in selected divisions with greater skills to manage their affairs, lobby for their concerns and partner with government and commercial sectors to improve livelihoods; (iii) existing good practices of effective services to the poor documented and disseminated, new pilots and demonstrations established, and the poor mobilized to access services and the use of these experiences in advocacy and policy work. (iv) alternative and effective service providers, including in the private sector, identified, developed and mobilized to provide those services required by the poor in improving their livelihoods; and the use of this experience for advocacy and policy work.

Sustainable recovery of conflict-affected areas

33. UNDP will support government efforts to accelerate the recovery process at the community level through the creation of sustainable livelihood opportunities for the affected communities and by preparing for post-conflict recovery. The expected results are:

(a) Improved livelihood opportunities in the conflict-affected areas in the short term through microcredits, skills development, business development and sector-based development of poultry, livestock and fisheries, leading to improvements in the standards of living of the affected communities.

(b) Post-conflict planning, including methods of addressing post-conflict needs and contributing to the commitment of the United Nations systems in supporting dialogue on peace and harmony. This effort will be initiated in collaboration with other United Nations agencies, the Asian Development Bank and the World Bank and will contribute to the relief, rehabilitation and reconciliation framework process.

IV. Management arrangements

Management of the country cooperation framework

34. As a guiding principle for all stages of the CCF period, the Government and UNDP will encourage broad-based participation by major stakeholder groups and promote the use of results-based management. The highest priority will be given to stakeholder participation and to the establishment of meaningful indicators for measuring progress at the design stage of programmes and projects. The outputs produced, the partnerships built and major indicators measuring progress will be guided by the parameters established in the strategic results framework.

35. The primary method of programme execution will be through national execution, the accountability and effectiveness of which will be ensured by the Government and UNDP. Specific measures will include: (a) improving training on national execution procedures and project management; (b) fostering national ownership and decentralized management; (c) reducing the role played by UNDP in the mobilization of inputs in support of national execution; (e) improving the depth and timeliness of national execution audits; and (f) assessing the capacity of potential national executing agencies in deciding on execution arrangements.

36. The direct execution modality is expected to be adopted in the execution of the umbrella project for the conflict-affected areas as this will enable the office to respond to needs in a timely manner. Where relevant, the services of NGOs will be solicited where relevant as executing and/or implementing partners of programmes and projects, and UNDP will continue to use national expertise where possible. The Government and UNDP will seek technical expertise from other agencies in the United Nations system where necessary, using support for policy and programme development and support for technical services modalities to ensure the technical quality of national execution projects and for the implementation of selected project components. The increased use of United Nations Volunteers (UNVs) and the technical cooperation among developing countries (TCDC) modality in development activities will be promoted.

United Nations system collaboration

37. UNDP will continue to play a key role in ensuring increased collaboration among United Nations partners at country-level programming under the UNDAF umbrella. An interagency poverty/governance group has been established under UNDP leadership and will guide the United Nations systems work in the area of poverty and governance, particularly in coordinating responses to the operationalization of the framework for poverty reduction. UNDP is a member of the relief and rehabilitation theme group in which post-conflict planning is being initiated and which will be incorporated into the formulation of the relief, rehabilitation and reconciliation framework.

Linkages with the intercountry programme

38. The linkages between the intercountry programme and country projects will be further promoted, focusing not only geographically on the countries of the South Asian Association for Regional Cooperation (SAARC) but also ono countries in South East Asia where experiences in poverty reduction and economic development are relevant to Sri Lanka. The exchange of experiences and good practices through networking will be an important element in the success of such intercountry programmes.

Monitoring, review and evaluation

39. In undertaking CCF annual reviews, the mid-term country review and project evaluations, the Government and UNDP will promote consultations with key stakeholders and beneficiary groups to improve the usefulness and relevance of these exercises. The country review of the second CCF will be scheduled for the second half of 2004. Monitoring and evaluation practices will apply results-based management principles, with the progress of the CCF being judged against the outcomes set out in the strategic results framework. Lessons learned through monitoring, review and evaluation processes and other thematic studies will be used to improve the design of future projects. Knowledge building will be an important element in ensuring the success of the CCF and helping UNDP to transform itself into a knowledge-based organization. In pursuing this objective, UNDP will build its organizational expertise around the themes and types of support envisaged in the CCF. The resources of the subregional resource facilities (SURFs) and knowledge networks will be used for learning, facilitated by the services of a learning manager.

Building partnerships

40. The highest priority will be given to building mutually beneficial partnerships with national and international institutions, donor agencies, NGOs and the private sector in the implementation of the CCF.

Capacity assessment

41. It is the objective of the Government as well as UNDP that all programmes and projects use existing national resources, personnel and capacities to the fullest extent. In deciding on executing arrangements, a capacity assessment will be undertaken to ensure that a designated institution has the capacity to manage the programme or project.

Public information

42. UNDP needs to further build its own capacity to disseminate information on the programmes and projects in the CCF to a wider audience, including to key partners. To this end, UNDP will enhance its staff capacity and use what media resources it has at its disposal, electronic media in particular.

Annex

Resource mobilization target table for Sri Lanka (2002-2006)

Source	*Amount (In thousands of United States dollars)*	*Comments*
UNDP regular resources		
Estimated carry-over	3 906	Includes carry-over of TRAC 1, TRAC 2 and the earlier AOS allocations.
TRAC 1.1.1	6 544	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
SPPD/STS	455	
Subtotal	**10 905**[a]	
UNDP other resources		
Government cost-sharing	150	
Third-part cost-sharing	10 000	
Funds, trust funds and other	5 000	
Of which:		
GEF	4 500	
Montreal Protocol	500	
Subtotal	**15 150**	
Grand total	**26 055**[a]	

[a] Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: GEF = Global Environment Facility; SPPD = support for policy and programme development; STS = support for technical services; TRAC = target for resource assignment from the core.